Contents

Number 1—March, 1964

Articles

An Economic Criterion for State and City Budget Making....*James W. Martin* 1

Legislative Budget Review: An Economist's Viewpoint.....*Kenneth D. Patterson* 7

Local Government Structure in Urban Planning, Renewal, and Relocation.....*Harry W. Reynolds, Jr.* 14

Incentive Contracts: Management Strategy of the Department of Defense.....*Howard M. Carlisle* 21

Programming the International Transfer of Technical Skills..*Abraham M. Hirsch* 29

Han Fei Tzu: Management Pioneer.....*Donald V. Etz* 36

Reviews

The Crucial Link: Public Administration, Responsibility, and the Public Interest.....*Herbert J. Storing* 39

Nomos III: Responsibility, edited by Carl J. Friedrich; *Nomos V: The Public Interest*, edited by Carl J. Friedrich; *Ethics and Bigness: Scientific, Academic, Religious, Political, and Military*, edited by Harlan Cleveland and Harold D. Lasswell

The Issue of "Power".....*Bernard J. James* 47

The Uses of Power: 7 Cases in American Politics, edited by Alan F. Westin; *The Ethic of Power: The Interplay of Religion, Philosophy, and Politics*, edited by Harold D. Lasswell and Harlan Cleveland; *Power and Democracy in America*, edited by William V. D'Antonio and Howard J. Ehrlich; *Studies in Social Power*, edited by Dorwin Cartwright

Features

Developments in Public Administration.....*George A. Shipman* 52

The Application of Behavioral Science to Organizational Change; Administrative Decision Makers in Metropolitan Systems of Government; Are Public Administrators Effective in Community Decision Making?; Effect of Organizational Goals on Organizational Structure; State and Local Governments as Investment Institutions; Automation and Management Decisions; Recent Items of Note from the U. S. Civil Service Commission

Editorial Comment: Developments in the "No-Name" Fields of Public Administration.....*Vincent Ostrom* 62

Number 2—June, 1964

Articles

The Key to Self Help: Improving the Administrative Capabilities of Aid-Receiving Countries.....*David S. Brown* 67

The Working Woman: Barriers in Employment.....*Evelyn Harrison* 78

Gordon R. Clapp: The Role of Faith, Purposes and People in Administration.....*Harry L. Case* 86

Letter from Beirut: A First Decade Postcript.....*Keith M. Henderson* 92

Control Patterns in State Budget Execution.....*Allen Schick* 97

Reappraising Reorganization.....*Milton Musicus* 107

Reviews

Image and Reality in the Public Service.....*Carl F. Stover* 113

The Image of the Federal Service, by Franklin P. Kilpatrick, Milton C. Cummings, Jr. and M. Kent Jennings; *Source Book of A Study of Occupational Values and the Image of the Federal Service,* by Franklin P. Kilpatrick, Milton C. Cummings, Jr. and M. Kent Jennings; *Adventures in Public Service,* edited by Delia and Ferdinand Kuhn; *The American Federal Executive,* by Lloyd Warner, Paul P. Van Riper, Norman H. Martin and Orvis F. Collins

"Leads" to Pertinent ADP Literature for the Public Administrator.....
.....*Maurice R. Ronayne* 119

Business Data Processing and Programming, by Robert H. Gregory and Richard L. Van Horn; *Principles of Punched Card Data Processing,* by Robert G. Van Ness; *Punched Cards,* by Donald A. C. McGill; *A Data Processing System for State and Local Governments,* by Edward F. R. Hearle and Raymond J. Mason; *Report on the Use of Electronic Data-Processing Equipment in the Federal Government;* and others.

Features

Developments in Public Administration.....*George A. Shipman* 126

Comment and Critique.....*Letters to the Editor* 134

Editorial Comment: The American Public Enterprise System.....*Vincent Ostrom* 136

Number 3—September, 1964

Articles

Administering the Spread City.....*Alan K. Campbell and Seymour Sacks* 141

Governmental Decision Making

Muddling Through—"Science" or Inertia.....*Yehezkel Dror* 154

Contexts for Change and Strategy: A Reply.....*Charles E. Lindblom* 157

The Model as a Decision Maker's Dilemma.....*Roger W. Jones* 158

On Remarks Taken Out of Context.....*Mickey McCleery* 160

Administration of Social Change.....*Wolf Heydebrand* 163

Malawi's Path as an Emerging Nation.....*Bertram W. Strauss* 166

Excellence in Public Service—How Do You Really Know?.....*David T. Stanley* 170

Is the Citizen Advisory Committee a Threat to Representative Government?.....
.....*Lyle E. Schaller* 175

Reviews

Political Form and Metropolitan Reform.....*Robert Warren* 180

Metropolitics: A Study of Political Culture, by Scott Greer; *City Politics,* by Edward C. Banfield and James Q. Wilson; *The Withering Away of the City,* by York Willbern.

Historical Empires and Bureaucratic Development.....*A. W. Singham* 187

The Political Systems of Empires, by S. N. Eisenstadt; *Bureaucracy and Political Development,* by Joseph La Palombara (ed.)

Features

Developments in Public Administration.....*George A. Shipman* 194

An Experimental Approach to Organization Design; The Problem of Goals; The Perils of Success in Overseas Programs; Community Homogeneity and Decision Making; Evaluating the Operation of Governmental Advisory Committees; Recent Items of Note from the U. S. Civil Service Commission.

Comment and Critique.....*Letters to the Editor* 200

Editorial Comment: Professional Competence in the Public Service.....*Vincent Ostrom* 208

Number 4—December, 1964

Articles

Decline of the Generalist Myth.....*Robert Presthus* 211

The Milwaukee Waterworks Expansion: A Case Study in Urban Investment Planning.....*Manuel Gottlieb* 217

An 'Ombudsman' for America?
The Ombudsman—Swedish "Grievance Man".....*Albert Rosenthal* 226

Ombudsmen for North America.....*Donald C. Rowat* 230

Ethics and the Public Service.....*Stephen K. Bailey* 234

Stretching Your Foreign-Aid Dollar.....*Hugh B. Wood* 244

The Specific Gravity of Decisionism.....*Herbert Emmerich* 250

In Search of Standards for Preserving Open Space.....*Gerald F. Vaughn* 254

Reviews

Congress, the People, and Administration.....*Franklin L. Burdette* 259

Eisenhower, Brownell and the Congress: The Tangled Origins of the Civil Rights Bill of 1956-1957, by J. W. Anderson; *In Congress Assembled: The Legislative Process in the National Government*, by Daniel M. Berman; *The Congressman: His Work as He Sees It*, by Charles L. Clapp; *Congress: The Sapless Branch*, by Joseph S. Clark; Congressmen and Their Constituencies, by Lewis A. Froman, Jr.; *Government of the Atom: The Integration of Powers*, by Harold P. Green and Alan Rosenthal; *Congressional Control of Administration*, by Joseph P. Harris; *The American Legislative Process: Congress and the States*, by William J. Keefe and Morris S. Ogul; *New Perspectives on the House of Representatives*, edited by Robert L. Peabody and Nelson W. Polsby.

Features

Developments in Public Administration.....*George A. Shipman* 266

EPIC; The Journal of Management Studies; Friendships and Work Performance; Lay Boards in Management; Recent Items of Note from the U. S. Civil Service Commission.

Editorial Comment: Symmetry and Conflict.....*Vincent Ostrom* 271

Index

Volume XXIV—1964

NOTE: This index includes those items from the Developments in Public Administration sections which bring together material on the same subject from several different sources or are based on unpublished data. Indexed by key subjects, they are identified by the title of the item and the abbreviation DIPA.

ADMINISTRATIVE ANALYSIS. Putting Behavioral Theory to Work (DIPA) 126
ADMINISTRATIVE BIOGRAPHY. Case, Harry L. Gordon R. Clapp: The Role of Faith, Purposes and People in Administration 86
ADMINISTRATIVE HISTORY. Singham, A. W. Historical Empires and Bureaucratic Development 187
ADMINISTRATIVE LAW. Rosenthal, Albert. The Ombudsman—Swedish "Grievance Man" . 226
Rowat, Donald C. Ombudsmen for North America 230
ADMINISTRATIVE PROCEDURE. *See* Administrative Law.
ADMINISTRATIVE THEORY. *See* also Organization Theory. Deutsch, Karl W. The Innovative Function of Politics, quoted from *The Nerves of Government*, end piece ... 133
Durham, G. Homer. "Existentialism is not enough . . ." quoted from *Achieving Excellence in Public Service*, end piece 35
James, Bernard J. The Issue of "Power", book review 47
AGENCY FOR INTERNATIONAL DEVELOPMENT. Brown, David S. The Key to Self-Help: Improving the Administrative Capabilities of Aid-Receiving Countries 67
Wood, Hugh B. Stretching Your Foreign-Aid Dollar 244
Altman, Irwin. An Acknowledgment, Comment and Critique 135
AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION. Ostrom, Vincent. Editorial Comment: Professional Competence in the Public Service 208
Stanley, David T. Excellence in Public Service—How Do You Really Know? . 170
Anderson, J. W. *Eisenhower, Brownell and and the Congress: The Tangled Origins of the Civil Rights Bill of 1956-1957*, reviewed by Franklin L. Burdette 259
ANTHROPOLOGY. Perils of Success in Overseas Programs, The (DIPA) 196
AUDIT. Patterson, Kenneth D. Legislative Budget Review: An Economist's Viewpoint 7
AUTOMATION. Automation and Management Decisions (DIPA) 60
Ronayne, Maurice R. "Leads" to Pertinent ADP Literature for the Public Administrator, book review 119
Study on the Impact of Automation (DIPA) 60
Understanding PERT (DIPA) 131

Bailey, Stephen K. Ethics and the Public Service 234
Baldwin, David R. "Neither Mathematics nor Rhetoric", Comment and Critique ... 203
Banfield, Edward C. and Wilson, James Q. *City Politics*, reviewed by Robert Warren 180
Barnard, Chester I. Accentuate the Positive, quoted from *The Functions of the Executive*, end piece 253
Becker, Carl L. The Maintenance of Dignity and the Values of Democracy, quoted from *New Liberties for Old Freedom and Responsibility*, end piece 243
BEHAVIOR. *See* also Organization Theory. Application of Behavioral Science to Organizational Change, The (DIPA) 52
Problem of Goals, The (DIPA) 195
Putting Behavioral Theory to Work (DIPA) 126
Berman, Daniel M. *In Congress Assembled: The Legislative Process in the National Government*, reviewed by Franklin L. Burdette 259
Brown, David S. The Key to Self-Help: Improving the Administrative Capabilities of Aid-Receiving Countries 67
Bryant, Ralph. "The Level at which We Think", Comment and Critique 202
BUDGETING. Budgetary Controversy, Comment and Critique 202-207
Martin, James W. An Economic Criterion for State and City Budget Making 1
Patterson, Keith D. Legislative Budget Review: An Economist's Viewpoint .. 7
Schick, Allen. Control Patterns in State Budget Execution 97
Burdette, Franklin L. Congress, the People, and Administration, book review 259
BUREAUCRACY. Singham, A. W. Historical Empires and Bureaucratic Development, book review 187
Stover, Carl F. Image and Reality in the Public Service, book review 113

Campbell, Alan K. and Sacks, Seymour. Administering the Spread City 141
CAREER SERVICE. *See* Public Service.
Carlisle, Howard M. Incentive Contracts: Management Strategy of the Department of Defense 21
Cartwright, Dorwin (ed.) *Studies in Social Power*, reviewed by Bernard J. James 47
Case, Harry L. Gordon R. Clapp: The Role of Faith, Purposes and People in Administration 86
CENTRAL-FIELD RELATIONS. Experimental Approach to Organization Design, An (DIPA) 194
CHANGE, MANAGEMENT OF. Application of Behavioral Science to Organization Change, The (DIPA) 52
Do Well-Defined Hierarchical Relationships Lead to Effective Organizations? (DIPA) 130
Governmental Decision Making, a symposium 153-165
CITIZEN ADVISORY COMMITTEES. Evaluating the Operation of Governmental Advisory Committees (DIPA) 199
Schaller, Lyle E. Is the Citizen Advisory Committee a Threat to Representative Government? 175
Clapp, Charles L. *The Congressman: His Work As He Sees It*, reviewed by Franklin L. Burdette 259
CLAPP, GORDON R. Case, Harry L. Gordon R. Clapp: The Role of Faith, Purposes and People in Administration 86
Clark, Joseph S. *Congress: The Sapless Branch*, reviewed by Franklin L. Burdette 259
Cleveland, Harlan and Lasswell, Harold D. (ed.) *Ethics and Bigness: Scientific, Academic, Religious, Political, and Military*, reviewed by Herbert J. Storing 39
COMMUNICATION. Closing the Communications Gap to Federal Scientists and Engineers (DIPA) 131
Klaw, Spencer. How to succeed in writing for the government bureaucracy —by a journalist completing his first tour with a government committee, quoted from "A Field Guide to Government Jargon," *The Reporter*, January 30, 1964, end piece (2) 96, 152
COMMUNICATION, INTERNATIONAL. EPIC (DIPA) 266
COMMUNITY LEADERSHIP AND STUDIES. Administrative Decision Makers in Metropolitan Systems of Government (DIPA) 55
Are Public Administrators Effective in Community Decision Making? (DIPA) 56
Community Homogeneity and Decision Making (DIPA) 198
James, Bernard J. The Issue of "Power", book review 47
Neighbor, Howard D. Research in Metropolitan Politics, Comment and Critique 134
COMPARATIVE ADMINISTRATION. *See* also Development Administration. Campbell, Alan K. and Sacks, Seymour. Administering the Spread City 141
Singham, A. W. Historical Empires and Bureaucratic Development, book review 187
CONGRESS, U.S. Burdette, Franklin L. Congress, the People, and Administration, book review 259
CONTROL. Carlisle, Howard M. Incentive Contracts: Management Strategy of the Department of Defense 21
Schick, Allen. Control Patterns in State Budget Execution 97
Viewing Clientele Relationships from an Output Transactions Approach (DIPA) 128
CONTROL OF ADMINISTRATION. Burdette, Franklin L. Congress, the People, and Administration, book review 259
Cornett, Robert M. Sin that isn't Sin, Comment and Critique 205
CORPS OF ENGINEERS, U.S. Ostrom, Vincent. Editorial Comment: Professional Competence in the Public Service 208

D'Antonio, William V. and Ehrlich, Howard J. (ed.) *Power and Democracy in America*, reviewed by Bernard J. James 47
DATA PROCESSING. *See* Automation.
DECISION MAKING. Administrative Decision Makers in Metropolitan Systems of Government (DIPA) 55
Are Public Administrators Effective in Community Decision Making? (DIPA) 56
Barnard, Chester I. Accentuate the Positive, quoted from *The Functions of the Executive*, end piece 253
Emmerich, Herbert. The Specific Gravity of Decisionism 250
Governmental Decision Making, a symposium 153-165
DEPARTMENT OF DEFENSE. Carlisle, Howard M. Incentive Contracts: Management Strategy of the Department of Defense 21
Deutsch, Karl W. The Innovative Function of Politics, quoted from *The Nerves of Government*, end piece 133
DEVELOPMENT ADMINISTRATION. Brown, David S. The Key to Self-Help: Improving the Administrative Capabilities of Aid-Receiving Countries 67
Hirsch, Abraham M. Programming the International Transfer of Technical Skills 29
Perils of Success in Overseas Programs, The (DIPA) 196
Rubadiri, J. David. "But where is your opposition?" quoted from "Africa: An African Evaluation," *Annals*, July 1964, end piece 169

Strauss, Bertram W. Malawi's Path as an Emerging Nation 166
Universities and Development Administration (DIPA) 128
Doyle, John C. Obstructing Legislative Intent, Comment and Critique 206
Dror, Yehezkel. Muddling Through—"Science" or Inertia? 154
Durham, G. Homer. "Existentialism is not enough . . ." quoted from *Achieving Excellence in Public Service*, end piece 35

Economic Analysis. *See* also Financial Administration. Gottlieb, Manuel. The Milwaukee Waterworks Expansion: A Case Study in Urban Investment Planning 217
Education for Public Administration. Henderson, Keith M. Letter from Beirut: A First Decade Postscript 92
Eisenstadt, S. N. *The Political Systems of Empires*, reviewed by A. W. Singham 187
Emmerich, Herbert. The Specific Gravity of Decisionism 250
Employment. Federal Equal Employment Opportunity Program, The (DIPA) 132
Harrison, Evelyn. The Working Woman: Barriers in Employment 78
Ethics, Public. Bailey, Stephen K. Ethics and the Public Service 234
James, Bernard J. The Issue of "Power", book review 47
Storing, Herbert J. The Crucial Link: Public Administration, Responsibility, and the Public, book review 39
Etz, Donald V. Han Fei Tzu: Management Pioneer 36

Federal Executives. Stover, Carl F. Image and Reality in the Public Service, book review 113
Federal Government. *See* agencies of United States government by agency title.
Financial Administration. Budgetary Controversy, Comment and Critique 52
Campbell, Alan K. and Sacks, Seymour. Administering the Spread City 141
Martin, James W. An Economic Criterion for State and City Budget Making 1
Patterson, Kenneth D. Legislative Budget Review: An Economist's Viewpoint .. 7
State and Local Governments as Investment Institutions (DIPA) 58
Foreign Aid. Brown, David S. The Key to Self-Help: Improving the Administrative Capabilities of Aid-Receiving Countries .. 67
Wood, Hugh B. Stretching Your Foreign-Aid Dollar 244
Friedrich, Carl J. (ed.) *Nomos III: Responsibility*, reviewed by Herbert J. Storing 39
Nomos V: The Public Interest, reviewed by Herbert J. Storing 39
Froman, Lewis A., Jr. *Congressmen and Their Constituencies*, reviewed by Franklin L. Burdette 259

Generalist vs. Specialist. Presthus, Robert. Decline of the Generalist Myth 211
Goals. Effect of Organizational Goals on Organizational Structure (DIPA) 57
Problem of Goals, The (DIPA) 195
Gottlieb, Manuel. The Milwaukee Waterworks Expansion: A Case Study in Urban Investment Planning 217
Governmental Decision Making, a symposium 153-165
Great Britain. Presthus, Robert. Decline of the Generalist Myth 211
Green, Harold P. and Rosenthal, Alan. *Government of the Atom: The Integration of Powers*, reviewed by Franklin L. Burdette 259
Greer, Scott. *Metropolitics: A Study of Political Culture*, reviewed by Robert Warren .. 180
Gregory, Robert H. and Van Horn, Richard L. *Business Data Processing and Programming*, reviewed by Maurice R. Ronayne .. 119

Harris, Joseph P. *Congressional Control of Administration*, reviewed by Franklin L. Burdette 259
Harrison, Evelyn. The Working Woman: Barriers in Employment 78
Hearle, Edward F. R. and Mason, Raymond J. *A Data Processing System for State and Local Governments*, reviewed by Maurice R. Ronayne 119
Henderson, Keith M. Letter from Beirut: A First Decade Postscript 92
Heydebrand, Wolf. Administration of Social Change 163
Hirsch, Abraham M. Programming the International Transfer of Technical Skills 29
Human Relations. Friendship and Work Performance (DIPA) 268
Lilienthal, David E. Power and the Pawn, quoted from *T.V.A.—Democracy on the March*, end piece 91

Image, Public. Stover, Carl F. Image and Reality in the Public Service, book review 113

James, Bernard J. The Issue of "Power", book review 47
Jones, Roger W. The Model as a Decision Maker's Dilemma 158
Journal of Management Studies. Journal of Management Studies, The (DIPA) 267

Keefe, William J. and Ogul, Morris S. *The American Legislative Process: Congress and the States*, reviewed by Franklin L. Burdette 259
Kilpatrick, Franklin P., Cummings, Milton C. Jr., and Jennings, M. Kent. *The Image of the Federal Service* and *Source Book of a*

Study of Occupational Values, reviewed by Carl F. Stover 113
Klaw, Spencer. How to succeed in writing for the government bureaucracy—by a journalist completing his first tour with a government committee, quoted from "A Field Guide to Government Jargon," *The Reporter*, January 30, 1964, end piece (2) 96, 152
Kroll, Morton. Developments in Public Administration 128, 196
Kuhn, Delia and Ferdinand (ed.) *Adventures in Public Service*, reviewed by Carl F. Stover 113

La Palombara, Joseph (ed.) *Bureacracy and Political Development*, reviewed by A. W. Singham 187
Lasswell, Harold D. and Cleveland, Harlan (ed.) *The Ethic of Power: The Interplay of Religion, Philosophy, and Politics*, reviewed by Bernard J. James 47
LEADERSHIP. Storing, Herbert J. The Crucial Link: Public Administration, Responsibility, and the Public, book review 39
LEGISLATIVE-EXECUTIVE RELATIONS. Rowat, Donald C. Ombudsmen for North America 230
LEGISLATIVE STAFF. Patterson, Kenneth D. Legislative Budget Review: An Economist's Viewpoint 7
Lilienthal, David E. Power and the Pawn, quoted from *T.V.A.—Democracy on the March*, end piece 91
Lindblom, Charles E. Contexts for Change and Strategy: A Reply 157
LINE AND STAFF RELATIONS. Novogrod, P. J. Ten Points to Better Staff-Line Relations, end piece 28
LOCAL GOVERNMENT. Reynolds, Harry W. Jr. Local Government Structure in Urban Planning, Renewal, and Relocation 14
State and Local Governments as Investment Institutions (DIPA) 58
Lyden, Fremont J. Developments in Public Administration 57, 60, 128, 130, 198, 199, 268, 269

MALAWI. Strauss, Bertram W. Malawi's Path as an Emerging Nation 166
MANAGEMENT. Automation and Management Decisions (DIPA) 60
Carlisle, Howard M. Incentive Contracts: Management Strategy of the Department of Defense 21
Etz, Donald V. Han Fei Tzu: Management Pioneer 36
Lay Boards in Management (DIPA) ... 268
Martin, James W. An Economic Criterion for State and City Budget Making 1
No Apostle of the Armchair, Comment and Critique 204
Martin, Roscoe. Metropolitan Expectations, quoted from *Metropolis in Transition*, end piece 61
Marx, Fritz Morstein. Fact and Value—Discrete or Discordant? Comment and Critique 134
McCleery, Mickey. On Remarks Taken Out of Context 160
McGill, Donald A. C. *Punched Cards*, reviewed by Maurice R. Ronayne 119
METROPOLITAN GOVERNMENT. Administrative Decision Makers in Metropolitan Systems of Government (DIPA) 55
Campbell, Alan K. and Sacks, Seymour. Administering the Spread City 141
Martin, Roscoe. Metropolitan Expectations, quoted from *Metropolis in Transition*, end piece 61
Reynolds, Harry W. Jr. Local Government Structure in Urban Planning, Renewal, and Relocation 14
Warren, Robert. Political Form and Metropolitan Reform, book review .. 180
Meyerson, Martin, Terrett, Barbara, and Wheaton, William L. C. Whither? quoted from *Housing, People, and Cities*, end piece 20
MILWAUKEE. Gottlieb, Manuel. The Milwaukee Waterworks Expansion: A Case Study in Urban Investment Planning 217
MODELS IN ADMINISTRATION. Application of Behavioral Science to Organizational Change, The (DIPA) 52
Governmental Decision Making, a symposium 153-165
Musicus, Milton. Reappraising Reorganization 107

Neighbor, Howard D. Research in Metropolitan Politics, Comment and Critique .. 134
NEW YORK METROPOLITAN AREA. Campbell, Alan K. and Sacks, Seymour. Administering the Spread City 141
Novogrod, P. J. Ten Points to Better Staff-Line Relations, end piece 28

OMBUDSMAN. 'Ombudsman' for America? An, a symposium 226-233
'Ombudsman' for America? An, a symposium 226-233
OPEN SPACE. Vaughn, Gerald F. In Search of Standards for Preserving Open Space 254
Ostrom, Vincent. Editorial Comment: Developments in the "No-Name" Fields of Public Administration 62
Editorial Comment: Professional Competence in the Public Service 208
Editorial Comment: Symmetry and Conflict 271
Editorial Comment: The American Public Enterprise System 136

ORGANIZATION THEORY. Application of Behavioral Science to Organizational Change, The (DIPA) 52
Do Well-Defined Hierarchical Relationships Lead to Effective Organizations? (DIPA) 130
Effect of Organizational Goals on Organizational Structure (DIPA) 57
Etz, Donald V. Han Fei Tzu: Management Pioneer 36
Journal of Management Studies, The (DIPA) 267
Viewing Clientele Relationships from an Output Transactions Approach (DIPA) 128

Patterson, Kenneth D. Legislative Budget Review: An Economist's Viewpoint 7
Paulsen, David F. Developments in Public Administration 56, 58, 131
Peabody, Robert L. and Polsby, Nelson W. (ed.) *New Perspectives on the House of Representatives,* reviewed by Franklin L. Burdette 259
PERFORMANCE EVALUATION. Stanley, David T. Excellence in Public Service—How Do You Really Know? 170
PERSONNEL ADMINISTRATION. Federal Equal Employment Opportunity Program, The (DIPA) 132
Harrison, Evelyn. The Working Woman: Barriers in Employment 78
Hirsch, Abraham M. Programming the International Transfer of Technical Skills 29
Twain, Mark. Nobility and Nobodies—Staffing at Camelot, quoted from *A Connecticut Yankee in King Arthur's Court,* end piece 174
Use of State Examinations for Federal Engineer Positions (DIPA) 61
PLANNING, CITY AND REGIONAL. Reynolds, Harry W., Jr. Local Government Structure in Urban Planning, Renewal, and Relocation 14
PLANNING, LAND USE. Vaughn, Gerald F. In Search of Standards for Preserving Open Space 254
POLICY MAKING. *See* Decision Making.
POLITICAL FORMS. Ostrom, Vincent. Editorial Comment: Symmetry and Conflict 271
POLITICS AND ADMINISTRATION. Post, A. Alan. The Future of Budgetary Control, Comment and Critique 207
Singham, A. W. Historical Empires and Bureaucratic Development, book review 187
Warren, Robert. Political Form and Metropolitan Reform, book review 180
POWER. James, Bernard J. The Issue of "Power", book review 47
Rogow, Arnold A. and Lasswell, Harold D. Lord Acton Revisited, quoted from *Power, Corruption, and Rectitude,* end piece 51
Presthus, Robert. Decline of the Generalist Myth 211
PROCUREMENT. Carlisle, Howard M. Incentive Contracts: Management Strategy of the Department of Defense 21
PROGRAM EVALUATION. Stanley, David T. Excellence in Public Service—How Do You Really Know? 170
Understanding PERT (DIPA) 131
PROMOTION. *See* Personnel Administration. CSC Acting Program on the Federal Merit Promotion Program (DIPA) 200
PUBLIC ENTERPRISE SYSTEM. Ostrom, Vincent. Editorial Comment: The American Public Enterprise System 136
Sonthoff, Herbert. "Witless Adherents to Archaic Myths", Comment and Critique 202
PUBLIC INTEREST. Schaller, Lyle E. Is the Citizen Advisory Committee a Threat to Representative Government? 175
Storing, Herbert J. The Crucial Link: Public Administration, Responsibility, and the Public, book review 39
PUBLIC SERVICE. Bailey, Stephen K. Ethics and the Public Service 234
Harrison, Evelyn. The Working Woman: Barriers in Employment 78
Ostrom, Vincent. Editorial Comment: Professional Competence in the Public Service 208
Stanley, David T. Excellence in Public Service—How Do You Really Know? 170
Stover, Carl F. Image and Reality in the Public Service, book review 113

Reichley, James. The States in the Seventh Decade, quoted from *States in Crisis,* end piece 112
REORGANIZATION. Experimental Approach to Organization Design, An (DIPA) 194
Musicus, Milton. Reappraising Reorganization 107
Report of the Subcommittee on Census and Government Statistics of the Committee of Post Office and Civil Service. *Report on the Use of Electronic Data-Processing Equipment in the Federal Government,* reviewed by Maurice R. Ronayne 119
RESPONSIBILITY. Case, Harry L. Gordon R. Clapp: The Role of Faith, Purposes and People in Administration 86
Storing, Herbert J. The Crucial Link: Public Administration, Responsibility, and the Public, book review 39
Reynolds, Harry W., Jr. Local Government Structure in Urban Planning, Renewal,

and Relocation 14
Rogow, Arnold A. and Lasswell, Harold D. Lord Acton Revisited, quoted from *Power, Corruption, and Rectitude*, end piece 51
Ronayne, Maurice R. "Leads" to Pertinent ADP Literature for the Public Administrator, book review 119
Rosenthal, Albert. The Ombudsman—Swedish "Grievance Man" 226
Rowat, Donald C. Ombudsmen for North America 230
Rubadiri, J. David. "But where is your opposition?" quoted from "Africa: An African Evaluation", *Annals*, July 1964, end piece 169

SALARY. Government Employees Salary Reform Act of 1964 (DIPA) 270
Guidance Provided on New Problem (DIPA) 200
Schaller, Lyle E. Is the Citizen Advisory Committee a Threat to Representative Government? 175
Schick, Allen. Control Patterns in State Budget Execution 97
Shea, Con F. A Continuous Hazard, But . . . , Comment and Critique 204
Shipman, George A. Developments in Public Administration .. 52, 126, 194, 195, 266, 267
Singham, A. W. Historical Empires and Bureaucratic Development, book review 187
SOCIAL SCIENCES. Ostrom, Vincent. Editorial Comment: Developments in the "No-Name" Fields of Public Administration ... 62
Sonthoff, Herbert. "Witless Adherents to Archaic Myths", Comment and Critique 202
Stahl, O. Glenn, Recent Items of Note from the U.S. Civil Service Commission 60, 131, 200, 270
Stanley, David T. Excellence in Public Service—How Do You Really Know? 170
STATE GOVERNMENT. Budgetary Controversy, Comment and Critique 202-207
Martin, James W. An Economic Criterion for State and City Budget Making 1
Musicus, Milton. Reappraising Reorganization 107
Patterson, Kenneth D. Legislative Budget Review: An Economist's Viewpoint .. 7
Reichley, James. The States in the Seventh Decade, quoted from *States in Crisis*, end piece 112
Schick, Allen. Control Patterns in State Budget Execution 97
State and Local Governments as Investment Institutions (DIPA) 58
Storing, Herbert J. The Crucial Link: Public Administration, Responsibility, and the Public, book review 39
Stover, Carl F. Image and Reality in the Public Service, book review 113
Strauss, Bertram W. Malawi's Path as an Emerging Nation 166
SWEDEN. Rosenthal, Albert. The Ombudsman—Swedish "Grievance Man" 226

TECHNICAL ASSISTANCE. Hirsch, Abraham M. Programming the International Transfer of Technical Skills 29
TRAINING. Henderson, Keith M. Letter from Beirut: A First Decade Postscript 92
Twain, Mark. Nobility and Nobodies—Staffing at Camelot, quoted from *A Connecticut Yankee in King Arthur's Court*, end piece 174

URBAN RENEWAL. Meyerson, Martin, Terrett, Barbara, and Wheaton, William L. C. Whither? quoted from *Housing, People, and Cities*, end piece 20
Reynolds, Harry W., Jr. Local Government Structure in Urban Planning, Renewal, and Relocation 14
URBAN STUDIES. *See* Metropolitan Government.

VALUES. Bailey, Stephen K. Ethics and the Public Service 234
Becker, Carl L. The Maintenance of Dignity and the Values of Democracy, quoted from *New Liberties for Old Freedom and Responsibility*, end piece 243
Marx, Fritz Morstein. Fact and Value—Discrete or Discordant? Comment and Critique 134
Presthus, Robert. Decline of the Generalist Myth 211
Van Ness, Robert F. *Principles of Punched Card Data Processing*, reviewed by Maurice R. Ronayne 119
Vaughn, Gerald F. In Search of Standards for Preserving Open Space 254

Warner, Lloyd, Van Riper, Paul P., Martin, Norman H., and Collins, Orvis F. *The American Federal Executive*, reviewed by Carl F. Stover 113
Warren, Robert. Developments in Public Administration 55
Political Form and Metropolitan Reform, book review 180
WATERWORKS REGULATION. Gottlieb, Manuel. The Milwaukee Waterworks Expansion: A Case Study in Urban Investment Planning 217
Westin, Alan F. (ed.) *The Uses of Power: 7 Cases in American Politics*, reviewed by Bernard J. James 47
Willbern, York. *The Withering Away of the City*, reviewed by Robert Warren 180
Wood, Hugh B. Stretching Your Foreign-Aid Dollar 244